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MASSACHUSETTS BUSINESS RELOCATIONS & EXPANSIONS

January, 1974 through June, 1976

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Executive Office of Economic Affairs
Department of Commerce & Development

September 1, 1976

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MASSACHUSETTS BUSINESS RELOCATIONS & EXPANSIONS
January, 1974 through June, 1976

INTRODUCTION

This study was undertaken to measure business relocation and expansion activity in Massachusetts for the 2 1/2 year period from January, 1974 through June, 1976. Of particular concern was the impact of this activity on employment: jobs gained and jobs lost.

The study is confined to those relocation and expansion activities which involved real estate transactions, that is, the construction, purchase or leasing of additional facilities, as these are considered to be most significant in terms of permanent commitment. It is recognized that substantial expansion activity has taken place within existing facilities, but this is almost impossible to track.

It is important to note that this is a study of relocations and expansions which have actually happened. The new facilities are open and the jobs involved have been gained or lost. We adopted this standard because we found in the course of the study that many announcements of proposed relocations and expansions did not take place when or as planned, if at all.

There is no one source for this information. Many sources were utilized, but the study, while comprehensive, cannot be guaranteed to be 100% complete. We are confident, however, that the errors and omissions are few, and would not change the significance of the findings.

SUMMARY

The following table summarizes total activity over the 2 1/2 year period in the four categories which were studied.

	No. of Firms		No. of Jobs	
	Lost	Gained	Lost	Gained
Relocated out of Massachusetts	12	-	763	-
Expanded out of Massachusetts	40	-	4,488	-
Expanded into Massachusetts	-	31	-	1,734
Expanded within Massachusetts	-	268	-	13,859
TOTAL	52	299	5,251	15,593

Looked at another way, the net result of all Massachusetts relocation and expansion activity is a gain in both firms and jobs as follows:

	1974	1975	1976 (1/2)	Total
Net Gain In Firms	73	64	110	247
Net Gain In Jobs	1,221	4,044	5,077	10,342

CONCLUSIONS

There is a great deal of misinformation about the level and nature of business relocation and expansion activity in Massachusetts. By factually quantifying this activity, this study should put to rest the popular misconception that there is a flood of new investment out of Massachusetts.

The major significance of the study is its dramatic confirmation of the importance of in-state expansions by Massachusetts-based firms. During the 2 1/2 year period studied, 268 such expansions took place, accounting for an increase of 13,859 jobs. A major portion of these expansions, 120 of them, (5,819 jobs) took place during the first six months of 1976. These numbers dwarf the net differences between relocations and expansions which migrate across state lines, in and out, and confirm that concentrating on our home-based companies and helping them to grow (and grow in Massachusetts) is, indeed, the most fruitful source of new employment. Clearly, this process is working. Despite a net loss of 21 firms or facilities and 3,517 jobs due to migration activity during the period studied, the net effect of all such activity, within and without the state, was a gain of 247 facilities and 10,342 jobs. This is most encouraging, as is the apparent acceleration of in-state expansions during the first six months of 1976.

Clearly, there is not a mass exodus of firms moving out of the state. Despite extensive publicity to the contrary, in the last 2 1/2 years, only 12 firms have actually closed down and moved out, taking 763 jobs with them. Only 2 of these firms (94 jobs) went to New Hampshire. It is noted, however, that these losses, while small, were not offset by the same process acting in reverse. Only one small firm closed down in another state and moved to Massachusetts.

Of greater concern is the somewhat larger difference between Massachusetts firms expanding out of state, and expansions into Massachusetts by firms based in other states. During the 2 1/2 year period studied, 40 Massachusetts firms (4,488 jobs) expanded out of state, offset by 31 out-of-state firms (1,734 jobs) which expanded into Massachusetts, a net loss of 9 facilities and 2,754 jobs. Many of these out-of-state expansions by Massachusetts firms were made for market and other business reasons which had nothing to do with Massachusetts as such. But of the 40 total such

expansions, 20 (2,290 jobs) were to other New England states, 12 (904 jobs) to New Hampshire. Many of these expansions were undoubtedly motivated by the promise of lower operating costs. On the other hand, of the 31 expansions into Massachusetts, only 2 (52 jobs) came from other New England states. Clearly, on net balance, Massachusetts is losing expansions to other New England states, particularly New Hampshire and Maine, which, under different circumstances, we might have kept in-state. This loss, while still relatively small, is not to be ignored.

Thus the study confirms an area of concern, but puts this problem area in a proper perspective relative to the total employment base of the Commonwealth, and the net impact of all relocation and expansion activity on this employment base. It also confirms the wisdom of our basic economic development strategy which is to concentrate on helping our home-based companies to prosper and expand right here in Massachusetts.

RELOCATION OF IN-STATE FIRMS OUT OF STATE

This category includes companies which have closed their Massachusetts operations and moved to another state.

	1974	1975	1976 (1/2)	Total
Firms	6	2	4	12
Jobs Lost	284	198	281	763

Seven of these firms relocated outside of New England, and five relocated within New England as follows: Maine 2, New Hampshire 2, Connecticut 1.

During the period studied, only one firm closed its operations in another state and moved to Massachusetts.

EXPANSION OF IN-STATE FIRMS OUT OF STATE

This category includes companies which have established an additional facility outside of Massachusetts, while retaining existing operations within the Commonwealth.

	1974	1975	1976 (1/2)	Total
Firms	16	12	12	40
Jobs Lost	1,982	1,631	875	4,488

Twenty of these firms expanded outside of New England, and twenty expanded within New England as follows: Maine 4, New Hampshire 12, Connecticut 4.

EXPANSION OF OUT-OF-STATE FIRMS INTO STATE

This category includes companies based out of state which have established a new facility in Massachusetts.

	1974	1975	1976 (1/2)	Total
Firms	15	10	6	31
Jobs Gained	447	873	414	1,734

Seven of the firms expanding into Massachusetts came from New York, two from other New England states and two from foreign countries. The remaining twenty came from twelve other states with no discernible trend.

EXPANSION OF IN-STATE FIRMS WITHIN STATE

This category includes companies based in Massachusetts which have expanded existing facilities or established new facilities in Massachusetts. Expansions such as Ocean Spray's new plant in Middleborough were not included since it was a consolidation of existing plant and new jobs were not created. Expansions within existing facilities also were not included.

	1974	1975	1976 (1/2)	Total
Firms	80	68	120	268
Jobs Gained	3,040	5,000	5,819	13,859

In the previous three categories, variations in the data from year to year do not appear significant. In contrast, the dramatic increase in jobs resulting from in-state expansions, particularly in the first six months of 1976, must be noted.

METHODOLOGY

Review of Periodicals

Four periodicals were researched: The New England News Clip Service, Industry Magazine, New Englander Magazine and Herb Ireland's Sales Prospector. These periodicals, collectively, are a comprehensive source of business location and expansion activity, although not necessarily 100% complete. It is possible that some minor activity was not picked up by these periodicals.

Field Directors Review

The data taken from the periodicals was complied by regions and given to the Field Directors in the Department of Commerce & Development. They were asked to review the lists and make any additions, deletions or corrections. This provided an initial review of the basic data.

Direct Telephone Calls

A sample of firms telephoned showed that the information contained in the periodicals dealt principally with announcements and was frequently inaccurate with respect to what actually happened, particularly as to the number of jobs gained or lost. In some cases, announced activity never took place. Therefore, it was decided to verify all data by direct contact with every company shown on the lists.

RELOCATIONS OF IN-STATE FIRMS OUT-OF-STATE

1974

Name of Company	Mass. Location	Relocated To	Lost Jobs
Robel	Holyoke	Oklahoma	100
Frank McKittrick	Lowell	Charlotte, N.C.	10
Friends Beans	Malden	Portland, Me.	117
Unisorb Machinery	Millbury	Jackson, Mich.	8
Northern Telecom Inc.	Waltham	Nashville, Tenn.	12
Dexter Co.	Watertown	E. Greenwich, Ct.	37

Firms - 6 Jobs Lost - 284

1975

Pellon Corp.	Lowell	Kentucky	100+
Consolidated Aluminum	No. Adams	St. Louis, Mo.	98

Firms - 2 Jobs Lost - 198

1976 (6 Mos.)

Post Machinery Co.	Beverly	Portsmouth, N.H.	75
Woodwork Interiors	Boston	Lewiston, Me.	67
Hodes Bade	Cambridge	Portsmouth, N.H.	19
Wood Electric	Danvers	Gingsville, Ga.	120

Firms - 4 Jobs Lost - 281

Total Relocated out of Massachusetts - Firms - 12 Jobs Lost - 763

EXPANSION OF IN-STATE FIRMS OUT-OF-STATE

1974

Name of Company	Mass. Location	Expanded Location	Jobs in Expanded Facility
Ventron Corp.	Beverly	Elma, Wash.	37
Cabot Co.	Boston	Brazil	80
Raleigh Bicycle	Boston	Enid, Oklahoma	97
National Blank Book	Holyoke	Meriden, Miss.	125
Converse Rubber	Malden	Charlotte, N.C.	163
Felters Co.	Millbury	Manchester, N.H.	50
Felters Co.	Millbury	Jackson, Mich.	60
Seaboard Allied Mills	Newton	Albany, N.Y.	36
Briggs Engineering & Testing	Rockland	Hudson, N.H.	6
Data General	Southboro	Westbrooke, Me.	1000
New Business Service	Townsend	Petersborough, N.H.	30
Reece Corp.	Waltham	Gorham, Me.	140
Reece Corp.	Waltham	Feasterville, Pa.	13
Tyco Labs.	Waltham	Blackwood, N.J.	124
W.H. Nichols Co.	Waltham	Portland, Me.	6
Incoterm Corp.	Wellesley	Ohio & Colorado	15

Firms - 16 Total Jobs - 1982

1975

Name of Company	Mass. Location	Expanded Location	Jobs in Expanded Facility
E.G. & G.	Bedford	Singapore	24
R.F. Systems Inc.	Cohasset	Orlando, Fla.	26
Anwelt Co.	Fitchburg	Bangor, Me.	100 (approx.)
Reed Plastics Co.	Holden	Albion, Mich.	10
Draper Division (Rockwell)	Hopedale	(Spartanville, N.C.) (Reading, Pa.)	200 (approx.)
Converse Rubber	Lawrence	Contucket, N.H.	150
Amcon Corp.	Lexington	Tokyo	6
Ideal Tape	Lowell	Exeter, N.H.	6
Prince Macaroni	Lowell	Deltran, N.J.	3
Dairy Mart Inc.	Springfield	Enfield, Conn.	50
Actronics Inc.	Waltham	Arkansas	80
Wyman-Gordon	Worcester	Danville, Ill.	976

Firms - 12 Total Jobs - 1631

EXPANSION OF IN-STATE FIRMS OUT-OF-STATE

1976 (6 Mos.)

Name of Company	Mass. Location	Expanded Location	Jobs in Expanded Facility
Harry Miller Co.	Boston	New Haven, Conn.	7
Commonwealth Assoc.	Lawrence	Salem, N.H.	40
Ferrous Technology	Lawrence	New Hampshire	16
Malden Mills	Lawrence	Hudson, N.H.	116
Watts Regulator	Lawrence	Webster, N.H.	100
Digital Equipment	Maynard	Salem, N.H.	100
Atwood & Morrill Co.	Salem	Canada	85
Data General	Southboro	Portsmouth, N.H.	250
Moore Tool Co.	Springfield	Windsor, Ct.	80
Worcester Controls	W. Boylston	Londonderry, N.H.	40
Hollingsworth & Vose	Walpole	Floyd, Va.	38
Interactive Data	Waltham	Hartford, Conn.	3

Firms - 12 Total Number of Jobs - 875

Total Expanded out of Massachusetts - Firms - 40 Jobs - 4488

EXPANSION OF OUT-OF-STATE FIRMS INTO-STATE

1974

Name of Company	Mass. Location	Headquarters	Jobs in Mass. Facility
Fiber-Taxis	Bellingham	New York City	12
J.F. Moran	Boston	Providence, R.I.	10
Lehigh Press	Boston	New Jersey	4
United Brands	Boston	New York (Reg. Hq., No. New Jobs)	
Bekins	Chelmsford	L.A., Calif.	All Transfer
Collins and Johnson	Haverhill	Georgetown, Md.	7
U.S. Fibre	Lee	Delphos, Ohio	35
Florsheim Shoe	N. Adams	Chicago, Ill.	175
Columbus Coated Fabrics	N. Andover	Columbus, Ohio	91
Ralph Wilson	N. Reading	Temple, Texas	11
E.S.B.	Randolph	Philadelphia, Pa.	All Transfer
Bonanza	Waltham	Dallas, Texas	6
Clairol	Wellesley	Stamford, Ct.	42
Nixdorf	Wellesley	Chicago, Ill.	24
Maxwell Cabs	Woburn	San Diego, Calif.	30

Firms - 15 Jobs in Massachusetts - 447

1975

Inmont Corp.	Auburn	New York City	25
American Color & Chemical	Chelmsford	Charlotte, N.C.	All Transfer
Sentry Insurance	Concord	Wisconsin	100+
Lotto Sport	Florence	Italy	4
Owen-Illinois	Mansfield	Toledo, Ohio	344
Novtex	N. Adams	Syoset, N.Y.	25
Greenpoint Pottery	N. Adams	Brooklyn, N.Y.	45
Barger Ullman	N. Adams	Oklahoma	10
Braswell Shipyards	S. Boston	Charlestown, S.C.	300+
J.S. Woodhouse	W. Springfield	Brooklyn, N.Y.	20

Firms - 10 Jobs in Massachusetts - 873

1976 (6 Mos.)

Kendall	Boston	So. Carolina & Ind.	300(approx)
Xidex	Holyoke	Sunnyvale, Calif.	75
Karey Products	Marlboro	L.I., New York	4
I.E.P.	Wayland	Delaware	6
Aanderaa Instruments	Woburn	Norway	4
Steelmet Inc.	Worcester	Pittsburgh, Pa.	25

Firms - 6 Jobs in Massachusetts - 414

Total Expansion into Massachusetts - Firms - 31 Jobs - 1734

EXPANSION OF IN-STATE FIRMS WITHIN STATE - 1974

Name of Company	New Job Creation	Location
Ebtec	21	Agawam
Flexhaust	100	Amesbury
Adams-Russell	8	Amesbury
Vulcan	11	Amesbury
Intricate Machinery	1	Attleboro
Spector Shoe	35	Avon
Boston & Maine R.R.	6	Ayer
Land Lubber	17	Boston
Hertz-Rent-A-Car	3	Braintree
Brief Originals	50	Brockton
A.A.A.	13	Brookline
Bellofram	17	Burlington
GTE International	120	Burlington
Data Printer	15	Cambridge
Gillette	100	Cambridge
Teradyne Components	5	Chelmsford
Environmental Research & Technology	190	Concord
Fishery Products	13	Danvers
Milton Bradley	45	East Longmeadow
R. E. Phelon	25	East Longmeadow
J. C. Tarbell	20	East Longmeadow
Beatrice Foods Co.	40	Everett
Lasko Co.	24	Fitchburg
White Turf Engineering	7	Gardner
Microwave Research Inc.	350	Haverhill
Presmet Corp.	60	Holden
Boston Digital	6	Holliston
Monson Chemical	4	Hopkinton
Atlas Metal Products	10	Hudson
Modern Data Services	6	Hudson
Lance	50	Hudson
Peerless Mfg. Co.	110	Leominster
Dames & More Consultant Firm	4	Lexington
Xenergy	6	Lexington
ACR Inc.	40	Lowell
Everflex Products	10	Ludlow
Corrofab Inc.	25	Mansfield
Travenol Labs	6	Mansfield
Y.K.K.	5	Marlboro
R.P. Industries	5	Marlboro
New England Telephone	15	Marlboro
Sylvania	14	Needham
Chase-Shawsut	20	Newburyport
Walenty Machinery	18	Newburyport

EXPANSIONS OF IN-STATE FIRMS WITHIN STATE - 1974

Name of Company	New Job Creation	Location
Owens-Illinois	23	Newburyport
Deltran	3	N. Attleboro
Millens Industries	11	Northbridge
Acoustic Research	27	Norwood
Certified Crop.	50	Plainville
Boston Edison	39	Plymouth
General Dynamics	170	Quincy
Dymo Business Systems	75	Randolph
Atlantic Savings	6	Revere
Sozio Corp.	5	Revere
Hodge Manufacturing	25	Springfield
Digital Equipment	300	Springfield
George Spencer	30	Springfield
Everflex	50	Springfield
Coatings Engineering	15	Sudbury
Snider Food Storage	80	Sutton
Modern Plastics	5	Taunton
American Microwave	15	Waltham
Standard Thomson	25	Waltham
Silk Screen Service	50	Ware
General Scanning	10	Watertown
Louis Berger	14	Wellesley
Westinghouse	34	Westboro
Frito-Lay	28	W. Bridgewater
American Hardware	90	Westfield
Springfield Fasteners	5	W. Springfield
Damon Corp.	20	Westwood
E.A.R.	7	Westwood
Steiner Film	10	Williamstown
Bandwagon	13	Wilmington
New England Resins & Pigments	7	Woburn
Curtin-Matheson	10	Woburn
Union Special	2	Woburn
Occidental Life	11	Worcester
Henry L. Hanson	125	Worcester

RECAP Firms - 80
Jobs - 3040

EXPANSIONS OF IN-STATE FIRMS
WITHIN STATE - 1975

Name of Company	New Job Creation	Location
Intech	25	Acton
Spartan Saw Works	43	Agawam
Farm Credit Bank	100 (approx)	Agawam
Unitrode	25	Amesbury
Leach and Garner	135	Attleboro
Augat	236	Attleboro
American Insulated Wire	2	Attleboro
Burst Rang Valve	75	Attleboro
Multibank Computer Corp.	110	Auburn
Packaging Industries	25	Barnstable
Hybird System	30	Bedford
Industrial Floor Finishes	2	Bedford
EPC Labs	25	Beverly
New England Nuclear	100	Billerica
A.A.A.	7	Brookline
Solid State Testing	15	Burlington
GCA Consolidated	53	Burlington
Vappi & Co.	4	Cambridge
Facemate Corp.	120	Chicopee
Inflated Products	30	Clarksburg
Environmental Research & Tech.	40	Concord
Crane & Co.	25	Dalton
Pearl Vision Center	20	Danvers
Boston Insulated Wire	35	Dighton
Tubed Products	20	Easthampton
Conceptual Engineering	3	Foxboro
Lancer Truck	75	Haverhill
Hudson Shoe Machine	30	Haverhill
Holyoke Machine Co.	6	Holyoke
N.E. Etching	5	Holyoke
Housatonic Products	50	Housatonic
Entwistle	23	Hudson
Arrow Automotive	40	Hudson
Instress	8	Hudson
Plastronics Engineering	9	Lawrence
American Consumer Industries	24	Lawrence
Hylectronics	10	Littleton
Rolf C. Hagen	15	Mansfield
Digital Equipment	1350	Maynard
Ruppert Brewery	36	New Bedford
Berkshire-Hathaway	130	New Bedford
Berkshire Electric Cable	30	Northampton
Orange Foundry Inc.	20	Orange
Burroughs	8	Peabody
Globe Rubber Works	8	Quincy
General Dynamics	820	Quincy
Transworld Adhesive & Chemical	12	Rockland
A.B. Murray Co.	3	Sharon

EXPANSIONS OF IN-STATE FIRMS WITHIN STATE - 1975

Name of Company	New Job Creation	Location
Jamesbury Co.	200	Shrewsbury
Quabbin Industries	38	Springfield
National Metal Finishing	40	Springfield
Gemini Corp.	75	Springfield
Jewel Mfg. Co.	15	Tewksbury
Data Precision	20	Wakefield
Leary Labs	26	Waltham
American Microwave	50	Waltham
Dorwan Mills	215	Ware
General Scanning	4	Watertown
Software Design Co.(2)	10	Wellesley
Dow Chemical	1	Wellesley
Fairchild	5	Wellesley
Diamond International Corp.(2)	52	Westboro
King Instruments	45	Westboro
Management Recruiters	7	Worcester
Micro Networks	80	Worcester
Sentry Insurance	100	Worcester

RECAP Firms - 68
Jobs -5,000

EXPANSION OF IN-STATE FIRMS
WITHIN STATE - 1976
(6 Mos.)

Name of Company	New Job Creation	Location
In-Line Tech	33	Acushnet
Arnold Print Works Inc.	50	Adams
Country River Furniture Inc.	35	Amesbury
Hewlett Packard	105	Andover
Cressy Dokham	200	Andover
Rodney Hunt Co.	15	Athol
Handy and Harman	1	Attleboro
Rubbair Door *Div of Eckel Ind.	33	Ayer
Iotron	5	Bedford
Banner Door Corp.	14	Berlin
Mohawk Plastics	6	Bernardston
Kiever & Wilard Lumber	10	Beverly
Standish Ayer & Wood	1	Boston
Boston Bonnie Bakers	26	Boston
J.P. Moran	1	Boston
National Medical Care Inc.	4	Boston
Nepco	1	Boston
Cannon's Engineering	11	Bridgewater
Cape Dory	45	Brockton
N.B. Class Box	40	Brockton
Double E Co.	3	Brockton
Fenton Shoe	11	Cambridge
Marsons Fastener Corp.	25	Chelsea
Bruck Co.	10	Chicopee
Environmental Research & Technology	60	Concord
Princess House	55	Dighton
Manwat Corp	15	Easthampton
Coldwater Seafoods	11	Everett
Swan Finishing	25	Fall River
R.E. Smith Printing Co.	4	Fall River
Bristol Knitting	63	Fall River
Dover Stamping	1	Fall River
Product Services	30	Falmouth
Olektron	5	Framingham
Thermet Inc.	13	Gloucester
Coastal Seafoods Inc.	25	Gloucester
Rule Industries	3	Gloucester
I. Kramer & Son	13	Greenfield
Channing Bete Co.	8	Greenfield
Montague Machine	20	Greenfield
Chase & Sons	3	Holbrook
David Grassner	1	Holden
Olson Mfg. Co.	99	Holden
Texon	30	Holyoke
Abbey Plastics	12	Hudson
Carlisle Screw	10	Hudson
Rexnord	22	Hudson
Lawrence Pumps	28	Lawrence

EXPANSION OF IN-STATE FIRMS
WITHIN STATE - 1976
(6 Mos.)

Name of Company	New Job Creation	Location
Peter Schwitces	15	Lee
Static	15	Lenox Dale
Hague Sprague Co.	22	Leominster
Basque Plastics	3	Leominster
Mass. Municipal Wholesale Elec.	12	Ludlow
Delton Shirt Makers Inc.	41	Lowell
Demers Plate Glass	5	Lowell
Container Service Inc.	20	Lowell
Wang Labs	108	Lowell
Fairchild Optical	21	Mansfield
Codex	120	Mansfield
John A. Frye	125	Marlboro
Data Terminal	52	Maynard
Digital Equipment	1816	Maynard
Waters Assoc.	95	Milford
Foster Forbes	22	Milford
Craftsman Machinery	10	Millis
Forbes-Wright Industries	3	Monson
Scientific Energy Systems Corp.	15	Natick
Fronor Norwegian	100	New Bedford
Bristol Electronics	60	New Bedford
Polymettalurgical	16	N. Attleboro
Parker Mfg. Co.	108	Northboro
Organomation	1	Northboro
J.J. Cunningham Packing Corp.	3	N. Quincy
SMC/ACU Weld Co.	35	Palmer
Lipton	3	Pittsfield
Polymatrix	20	Pittsfield
Armored Vehicles Inc.	30	Pittsfield
Coca-Cola	20	Pittsfield
Balsbaugh	40	Plymouth
MIJA Co.	50	Plymouth
Sozio Corp.	5	Revere
Firematic Sprinkler	100	Shrewsbury
Data General	30	Southboro
Hillside Plastics Inc.	5	South Deerfield
Trantex Corp.	100	Springfield
Acoustical Screens	10	Springfield
Broadway Springfield Off. Supply	18	Springfield
A.R. Reid Distributors	10	Springfield
Taylor Rental Corp.	50	Stockbridge
The Spalding Co.	75	Stoughton
Spaulding Co.	3	Stoughton
Galileo Electric	90	Sturbridge
Coatings Engineering	20	Sudbury
Reed & Barton	12	Taunton
Selecterm	3	Wakefield

EXPANSION OF IN-STATE FIRMS
WITHIN STATE - 1976
(6 Mos.)

Name of Company	New Job Creation	Location
Hood Industries	25	Wakefield
Analog Devices	150 (2 plants)	Wakefield
Control Data Corp.	2	Waltham
U.D.E.C.	41	Waltham
Tremount National Co.	5	Wareham
General Scanning	11	Watertown
Industrial Fasteners & Supply	2	Watertown
International Business Telephone	30	Watertown
B & W Footwear Corp.	18	Webster
Olektron Corp.	13	Webster
ESE	7	Wellesley
Benjamin Franklin Smith	6	Wellesley
Digital Equipment	150	West Springfield
Epsco	3	Westwood
Friendly Ice Cream	110	Wilbraham
Altron	25	Wilmington
Compugraphics	160	Wilmington
Dynamic Research	110	Wilmington
Material Dist.	3	Woburn
Arrow Electronics	2	Woburn
Parker Metals	130	Worcester
Cut Rate Floor Covering	2	Worcester
Smith Valve Co.	18	Worcester
Corpus Engineering	15	Worcester
Advanced Bearing & Supply Co.	3	Worcester

RECAP Firms - 120
Jobs - 5819

Total Expanded within Massachusetts Firms - 268
Jobs - 13,859

EXPANSION OF IN-STATE FIRMS
WITHIN STATE - 1976
(6 Mos.)

Name of Company	New Job Creation	Location
Peter Schwitces	15	Lee
Static	15	Lenox Dale
Hague Sprague Co.	22	Leominster
Basque Plastics	3	Leominster
Mass. Municipal Wholesale Elec.	12	Ludlow
Delton Shirt Makers Inc.	41	Lowell
Demers Plate Glass	5	Lowell
Container Service Inc.	20	Lowell
Wang Labs	108	Lowell
Fairchild Optical	21	Mansfield
Codex	120	Mansfield
John A. Frye	125	Marlboro
Data Terminal	52	Maynard
Digital Equipment	1816	Maynard
Waters Assoc.	95	Milford
Foster Forbes	22	Milford
Craftsman Mach[illegible]	10	Millis
Forbes-Wrig[illegible] Industries	3	Monson
Scientific Energy Systems Corp.	15	Natick
Fronor Norwegian	100	New Bedford
Bristol Electronics	60	New Bedford
Polymettalurgical	16	N. Attleboro
Parker Mfg. Co.	108	Northboro
Organomation	1	Northboro
J.J. Cunningham Packing Corp.	3	N. Quincy
SMC/ CJ Weld Co.	35	Palmer
[illegible]pton	3	Pittsfield
[illegible]olymatrix	20	Pittsfield
[illegible]rmored Vehicles Inc.	30	Pittsfield
[illegible]oca-Cola	20	Pittsfield
[illegible]alsbaugh	40	Plymouth
[illegible]IJA Co.	50	Plymouth
[illegible]o Corp.	5	Revere
[illegible]rematic Sprinkler	100	Shrewsbury
[illegible]ta General	30	Southboro
[illegible]llside Plastics Inc.	5	South Deerfield
[illegible]antex Corp.	100	Springfield
[illegible]oustical Screens	10	Springfield
[illegible]oadway Springfield Off. Supply	18	Springfield
[illegible].R. Reid Distributors	10	Springfield
[illegible]aylor Rental Corp.	50	Stockbridge
[illegible]e Spalding Co.	75	Stoughton
[illegible]aulding Co.	3	Stoughton
[illegible]tileo Electric	90	Sturbridge
[illegible]atings Engineering	20	Sudbury
[illegible]ed & Barton	12	Taunton
[illegible]electerm	3	Wakefield

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MASSACHUSETTS BUSINESS RELOCATIONS AND EXPANSIONS

July 1, 1976 through December, 1976

GOVERNMENT DOCUMENTS

Executive Office of Economic Affairs
Department of Commerce & Development

March 7, 1977

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MASSACHUSETTS BUSINESS RELOCATIONS AND EXPANSIONS

July, 1976, through December, 1976

INTRODUCTION

The following is a study of business activity in Massachusetts during the above-mentioned six-month period. It does not purport to be comprehensive since no comprehensive source of data was available in its preparation. Moreover, some firms have been omitted because of their own strong desire that their activities be kept confidential. It includes expansion and relocation activities which represent a commitment to doing business in Massachusetts and those which evidence decisions to move or expand into other states. Of particular interest, and a gauge of the relative significance of these moves, is the job impact estimate associated with these real estate transactions. As all of the transactions are relatively new, it can be assumed that the related employment impacts are of an incipient nature and would be expected to grow as time passes.

Two guidelines were essential to defining the scope and context of this report:

1. Only events involving positive real estate transactions were included. It is recognized that substantial employment expansion and contraction activity has taken place within existing facilities, but this is difficult to track and tends to be self-cancelling. Hence, the purchase, construction, or leasing of facilities within Massachusetts by a firm is of interest as evidence of a capital investment commitment to the State's economy.

2. Only events which became substantially complete during the six-month period are included. Those events in progress, planned or announced are left for future versions of this report. Substantially complete actions are those in which operations have commenced in the new facility and/or the related employment change has begun to occur.

SUMMARY

The following table summarizes total activity over the six-month period studied. The aggregate figures are not meant to be demonstrative of any specific trend or trends - only summaries of the data we verified in the following categories:

RELOCATION OF IN-STATE FIRMS OUT OF STATE

This category includes companies which have closed their Massachusetts operations and moved to another State.

EXPANSION OF IN-STATE FIRMS OUT OF STATE

This is the category which includes those firms which have established additional facilities in other states while retaining, or simultaneously expanding, existing operations in Massachusetts.

EXPANSIONS OF OUT-OF-STATE FIRMS INTO STATE

This category includes companies which have established a new facility in Massachusetts but remain based outside.

EXPANSION OF IN-STATE FIRMS WITHIN STATE

This category includes any Massachusetts company which expanded its existing facilities, or moved to new facilities in Massachusetts during the last six months in 1976.

SUMMARY TABLE

	No. of Firms		No. of Jobs		Amount of Space	
	Lost	Gained	Lost	Gained	Lost	Gained
RELOCATED OUT OF MASS.	5	-	300	-	N.A.	-
EXPANDED OUT OF MASS.*	17	-	2,983	-	2,382,000 sq. ft.	-
EXPANDED INTO MASS.	-	8	-	380	-	598,500 sq. ft.
EXPANDED WITHIN MASS.	-	70	-	3,142	-	3,744,000 sq. ft.

*Digital Equipment Corporation and Data General Corporation account for 2 of these 17 facilities and 83.5% of these lost jobs (2490 of the 2983). It must be recognized that both are rapidly growing firms with worldwide scope. It is only realistic that their activities be diversified geographically. It is important to note that both have substantially increased their employment within new and existing facilities in Massachusetts during the same time period. These two companies also added 5 new facilities and 830 new jobs in Massachusetts during the reporting period.

CONCLUSIONS

It is evident from the foregoing data that Massachusetts has, during the latter half of 1976, been participating in a mixed experience of positive and negative real estate and employment changes. It is useful to treat the summary data in this way without drawing sweeping conclusions regarding the net job or investment effect of opposing transactions (such as expansions out of state versus those completed in state). For instance, it would not be appropriate to conclude that a net reported employment effect (jobs gained versus jobs lost) is indicative of an appraisal of the business climate in Massachusetts.

A corporate decision to relocate or expand facilities has a number of factors to it, some internal to the firm and some external. The external factors usually relate in some way to governments (local, state and national). It is the effect of local and state government policies on these decisions which warrants further detailed study.

The following is a recap of the activity in the four categories addressed by the study. During the six-month period studied:

- 5 firms with a total employment of 300 closed operations in Massachusetts and relocated to other states.

- There were 17 separate expansion decisions by Massachusetts firms in other states or countries. The out-of-state employment impact was 2983 jobs.

- 8 firms with headquarters in other states completed expansions in Massachusetts. 558 jobs were added.

- 70 firms based in Massachusetts completed expansions with a positive impact of 3142 jobs to the state.

On the whole, it appears that Massachusetts has been the locus of a significant number of home-based expansion activities. This supports the contention that a significant amount of job and investment growth can be derived from domestic (Massachusetts) companies. On the other hand, the report shows quite clearly that the number of jobs and facility investments (excluding the effects of Digital Equipment Corporation and Data General Corporation) lost due to movement out of the state (either by outright relocation or expansion in other states) are relatively insignificant. This is not to minimize such outward movement. Proper concern

should be and is being devoted to these cases to ascertain the underlying reasons for these actions. In each category it must be re-emphasized that there is little value to compare any of these categories against the other with the purpose of deriving an assessment of comparative business climates. It is vital that we determine the specific rationale behind each decision made. The purpose of this report is to present business relocation and expansion activity that has actually happened in quantitative terms.

SURVEY ASSUMPTIONS

All data recorded in this survey will be confined to entries evidenced by positive real estate transactions. Such a transaction is defined as the lease, purchase, or completed construction of a facility or addition in which job activity has commenced. A corollary assumption is that employment fluctuations utilizing existing facilities were not included.

Those transactions defined above must have taken place between July 1, 1976 and December 31, 1976.

Employment estimates were made by each firm as to the probable capacity and utilization of the new or expanded facility. When an estimate was necessary conservatism in these employment projections was the guideline.

SURVEY PROCESS

The survey was done by cross-referencing a variety of sources for leads, including news clippings, the various economic development and industrial real estate periodicals, field data from the Business Contact Program (Department of Commerce and Development) and other in-house sources. We then relied upon our field office staffs to collect and verify the data with the specific firms and then verify our results with our Regional Directors and the local Chambers of Commerce or Industrial Development Commissions.

Relocation of In-State Firms

Out-of-State

Name of Company	Mass. Location	Relocated to	Estimated Employment Lost
Bretmar Fabrics	Palmer	Pennsylvania	125
L & G Plastics Inc.	Leominster	New Hampshire	30
Power Electronics Corp.	Northboro	New Hampshire	40
Romco Industries	Leominster	Pennsylvania	35
Meldisco	Brockton	Indiana	70
		TOTAL	300

Expansion of In-State Firms

Out-of-State

Name of Company	Location of New Commitment	Facility Space in Square Feet	Estimated Employment Created at New Site
Ambac, Division of American Bosch	Mississippi	*	*
Data General Corp.	Portsmouth, N.H.	30,000	200
Data General Corp.	Carey, N.Y.	6,000	40
Data General Corp.	Westport, Me.	130,000	130
Digital Equipment	Nashua, N.H.	80,000	130
Digital Equipment	Derry, N.H.	60,000	90
Digital Equipment	Hudson, N.H.	40,000	80
Digital Equipment	Salem, N.H.	520,000 mfg. 130,000 whse.	800
Digital Equipment	Colchester, Vt.	60,000	40
Digital Equipment	Fountain, Colo.	80,000	80
Digital Equipment	Phoenix, Ariz.	320,000	600
Digital Equipment	Alburquerque, New Mexico	320,000	300
Digital Equipment	Galway, Ireland	130,000	*
First National Stores	Windsor Locks, Connecticut	476,000	300
Foundry Technology	Farmington, N.H.	*	13
Moore Co.	Connecticut	*	80
Reed & Prince	New Hampshire	*	100
	TOTAL	2,382,000	2,983

Expansion of Out-of-State Firms Into State

Name of Company	Massachusetts Location	Headquarters	Approx. No. of Sq.Ft.of Space Added to Facility	Estimated Net Employment Change
		Region I		
Monsanto Corp.	Springfield	St. Louis, Mo.	260,000	45
		Region II		
Gamelian Wedding Co.	Milford	Enfield, Ct.	2,500	40
Inmont Corp.	Auburn	New York, N.Y.	21,000	35
		Region III		
Hewlett-Packard	Andover	Palo Alto, Calif.	165,000	300
		Region IV		
Biomeasure Inc.	Hopkinton	France	10,000	12
Tandy Corp.	Randolph	Fort Worth, Tex.	97,000	110
		Region V		
Bachman Foods	North Easton	Pennsylvania	11,000	8
Kalso-Systemet Inc.	Somerset	New York	32,000	8
		TOTAL	598,500	558

NOTE: The above detailed listings are arranged under the Regional headings I through V. These headings refer to the geographical areas served by the field organization of the Department of Commerce and Development and cover the following areas:

Region I - Berkshire, Franklin, Hampshire and Hampden Counties

Region II - Worcester, Northern Middlesex Counties

Region III - Lowell, Lawrence, Haverhill

Region IV - Boston Metropolitan

Region V - Southeastern Massachusetts

Expansion of In-State Firms

Within State

Name	Location	Facility Space in Square Feet	Estimated Employment Increase
	Region I		
American Hardware Co.	Westfield	25,000	4
Athol Table Mfg. Co.	Athol	4,000	5
Kellogg Brush Mfg. Co.	Chicopee	50,000	20
Mohawk Plastics, Inc.	Bernardston	20,000	8
Riverside Industries	Easthampton	35,000	25
Springfield Office Supply	Springfield	2,000	*
	Region II		
George F. Blake Co.	Holden	22,000	12
Carbolon Co.	Sterling	10,000	20
Foster Forbes, Inc.	Milford	200,000	120
Hammond Plastics, Inc.	Worcester	20,000	15
Kay Distributors, Inc.	Sterling	6,000	*
Micro Networks Corp.	Worcester	14,000	55
Near East Food Products	Leominster	9,000	*
Paquette Stationery Co.	Southbridge	2,000	*
Parker Metal Co.	Worcester	20,000	50
Rocheleau Tool & Die Co.	Fitchburg	20,000	15
Smith Valve Corp.	Westboro	200,000	100
Summit Steel Co.	Auburn	30,000	10
Worcester Oxy-Acetylene	Auburn	16,000	*
Digital Equipment Corp.	Boylston	400,000	30
Digital Equipment Corp.	Gardner	80,000	10
	Region III		
Accutest Inc.	Chelmsford	22,000	6
Comins Products Inc.	Lawrence	20,000	50
Rudy's Caro Vans	Haverhill	350,000	60
Savoy Leather Co.	Haverhill	13,000	40
Wang Laboratories Inc.	Lowell	273,000	300
	Region IV		
American Optical Corp.	Framingham	10,000	100
Apparel Buying Inc.	Braintree	26,000	*
Atlantic Switchboard	Holbrook	16,000	3
Automatic Data Processing	Waltham	40,000	40
Automatic Donut Systems	Winchester	18,000	25
Barnes & Noble	Boston	40,000	150
Cape Ann Cold Storage	Gloucester	35,000	8

Name	Location	Facility Space in Square Feet	Estimated Employment Increase
	Region IV continued		
Carson-Alexion Corp.	Sudbury	12,000	18
Central Steel Supply	Somerville	10,000	*
Charles River Breeding Lab	Wilmington	5,000	5
Chase & Sons	Randolph	205,000	12
Clinical Data Service Corp.	Brookline	8,000	8
Compugraphics Inc.	Wilmington	42,000	100
Computek	Burlington	27,000	15
Data General Corp.	Westboro	300,000	500
Data Terminal Systems	Maynard	48,000	100
Dennis Office Supply	Burlington	40,000	10
Digital Equipment Corp.	Marlboro	90,000	90
Digital Equipment Corp.	Woburn	205,000	200
Entrex Inc.	Burlington	35,000	100
Fenwal Inc.	Ashland	40,000	40
Frye Shoe	Marlboro	20,000	130
Sam Hootstein & Sons	Norwood	35,000	25
Lux Ram Inc.	Salem	10,000	10
Micro Wave Associates	Burlington	30,000	100
Nempco Inc.	Foxboro	5,000	*
Orion Research Inc.	Cambridge	20,000	50
Parker Brothers	Salem	55,000	10
Spaulding Co., Inc.	Stoughton	44,000	*
Systems Architects	Randolph	2,000	10
UDEC	Waltham	8,000	30
Walls of Decor	Peabody	4,000	2
	Region V		
Bruce Diamond Co., Inc.	Attleboro	10,000	20
Cape Dory Yacht Co.	Taunton	130,000	50
Cliftex Corp.	New Bedford	100,000	100
Esmond Terminal Warehouse	Mansfield	30,000	8
Harland Co.	Rockland	14,000	22
Industrial Blast Coil Conduit Corp.	Easton	18,000	9
Norwell Manufacturing	Taunton	12,000	40
Polymetallurgical Corp.	No. Attleboro	12,000	17
Public Service Publications	Dighton	16,000	5
Robinson Salvage Co.	Wareham	18,000	6
R. E. Smith Co.	Fall River	20,000	9
Tremont Nail	Wareham	16,000	10
	TOTAL	3,744,000	3,142

Note: An * in the Estimated Employment Increase column indicates zero or none anticipated for the foreseeable future.

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Dept of Commerce & Development.

MASSACHUSETTS BUSINESS RELOCATIONS AND EXPANSIONS

January 1, 1977 through June 30, 1977

GOVERNMENT DOCUMENTS
COLLECTION
NOV 10 1977
University of Massachusetts

EXECUTIVE OFFICE OF ECONOMIC AFFAIRS

September 15, 1977

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MASSACHUSETTS BUSINESS RELOCATIONS AND EXPANSIONS

January 1, 1977 through June 30, 1977

INTRODUCTION

The following is a study of business activity in Massachusetts during the above mentioned six-month period. It draws comparisons with a report issued by the Executive Office of Economic Affairs on March 7, 1977 which traced similar business activity within the Commonwealth for a six-month period ending December, 1976. It does not purport to be comprehensive since no comprehensive source of data was available in its preparation. Moreover, some firms have been omitted because of their own strong desire that their activities be kept confidential. It included expansion and relocation activities which represent a commitment to doing business in Massachusetts and those which evidence decisions to move or expand into other states. Of particular interest, and a guage of the relative significance of these moves, is the job impact estimate associated with these real estate transactions. As all of the transactions are relatively new, it can be assumed that the related employment impacts are of an incipient nature and would be expected to grow as time passes.

Two guidelines were essential to defining the scope and context of this report:

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2. Only events which became substantially complete during the six-month period are included. Those events in progress, planned or announced will be rendered in future reports. Substantially complete actions are those in which operations have commenced in the new facility and/or the related employment change has begun to occur.

CONCLUSIONS

The latest six-month study of business expansion and relocations shows a marked improvement in the business-investment climate within the Commonwealth of Massachusetts over corresponding periods in 1975-6.

Businesses expanded or relocated here at a rate of nearly 23 per month during the six-month period ending June, 1977. This compares to an expansion rate of 17 per month during 1976 and only six per month in 1975. The vast majority of those expansions were Massachusetts companies expanding here also.

The five million additional square feet of plant space constructed or utilized for expansion during Januory - June 1977, represents a 14 per cent increase over similar activity reported in the previous six-month study.

SURVEY ASSUMPTIONS

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Those transactions defined above must have taken place between January 1, 1977 and June 30, 1977.

Employment estimates were made by each firm as to the probable capacity and utilization of the new or expanded facility. When an estimate was necessary conservatism in these employment projections was the guideline.

SURVEY PROCESS

The survey was done by cross-referencing a variety of sources for leads, including news clippings, the various economic development and industrial real estate periodicals, field data from the Business Contact Program (Department of Commerce and Development) and other in-house sources. We then relied upon our field office staffs to collect and verify the data with the specific firms and then verify our results with our Regional Directors and the local Chambers of Commerce or Industrial Development Commissions.

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Region I - Berkshire, Franklin, Hampshire and Hampden Counties

Region II - Worcester, Northern Middlesex Counties

Region III - The Greater Lowell, Lawrence, Haverill area

Region IV - Boston Metropolitan

Region V - Southeastern Massachusetts

REGION I

Expansion of In-State Firms

Within State

Name	Location	Facility Space in Square Feet	Estimated Employment Increase
American Pad & Paper Co.	Holyoke	50,000	15
Bay State Mills	Holyoke	65,000	35
Berkshire Metal Spinning & Stamping, Inc.	North Adams	5,000	*
Bruck Resins Co., Inc.	Chicopee	30,000	12
Chicopee Plastics, Inc.	Chicopee	5,000	2
Graphic Art Center	Pittsfield	29,000	*
Guild Carbide Products Inc.	W. Springfield	11,500	10
Leelyn Plastics, Inc.	Holyoke	15,000	55
Micro Abrasives Corp.	Westfield	9,300	7
Northampton Burial Supply	Springfield	17,000	10
Old Stone Mill Corp.	Adams	15,000	10
Revco Inc.	Agawam	50,000	15
Schuster Express, Inc.	Chicopee	14,400	40
Smith & Wesson	Springfield	70,000	20
Southworth Co.	W. Springfield	27,500	10
Springfield Wire Inc.	Springfield	50,000	50
Stanley Home Products	Westfield	2,000	5
Static Inc.	Lee	7,200	10
Taylor Rental Corp.	Springfield	60,000	20
Worthington Corp.	Holyoke	28,750	*
Yankee Wood Ind., Inc.	Northampton	9,000	3
	TOTAL	570,650	329

REGION II

Expansion of In-State Firms

Within State

Name	Location	Facility Space in Square Feet	Estimated Employment Increase
Berlyn Corp.	Shrewsbury	28,500	30
Cumberland Farms Dairy, Inc.	Westboro	500,000	100
Digital Equipment Corp.	Westboro	78,000	100
E.S.P. Lock Corp.	Leominster	20,000	70
Flying Tiger Line	Shrewsbury	5,000	12
Hardy, L., Co.	Worcester	5,500	16
Leavitt, Joseph, Co.	Worcester	50,000	80
Lockwood Products, Inc.	Leominster	20,000	75
Modu-Form Co.	Ayer	10,000	6
Parker Mfg. Corp.	Northboro	60,000	20
Rafferty, T. J., Co., Inc.	Northboro	63,000	35
Stromberg Tool & Machine	Clinton	7,000	5
U. S. Spring Corp.	Worcester	28,000	28
Valtec Corp.	West Boylston	30,000	40
Waters Associates, Inc.	Milford	100,000	300
Wood-Tek, Inc.	Gardner	100,000	80
	TOTAL	1,105,000	997

REGION III

Expansion of In-State Firms Within State

Name	Location	Facility Space in Square Feet	Estimated Employment Increase
All-Tech Industries, Inc.	Billerica	17,500	25
Bellofram Corp.	Lowell	25,000	120
Digital Equipment Corp.	Tewksbury	180,000	400
Diversified Business Systems	Haverhill	52,000	18
Eastern Cellophane	Lawrence	100,000	20
Gare Inc.	Haverhill	27,500	15
Interconnection Technology Corp.	Chelmsford	2,000	15
Joan Fabrics Co.	Lowell	350,000	200
Malden Mills, Inc.	Methuen	62,000	80-90
Modicon	Andover	65,000	135
N.C. Drilling Co.	Haverhill	8,000	*
Pandel-Bradford Inc.	Lowell	110,000	*
Star-Tex Industries	Lawrence	27,000	25
Vernon Plastics Corp.	Haverhill	90,000	25
Wilson, Andrew, Co.	Lawrence	11,000	25
Bennett Shoe Co.	Lawrence	75,000	2
Cardinal Shoe Inc.	Lawrence	40,000	*
Parker & Palmer Inc.	Lawrence	15,000	5
	TOTAL	1,257,000	1,115

REGION IV

Expansion of In-State Firms Within State

Name	Location	Facility Space in Square Feet	Estimated Employment Increase
Acme Cabinets of New England	Wilmington	8,500	5
Admiral Metals Servicenter Co.	Woburn	49,000	5
American Optical Corp.	Framingham	46,000	200
Ames Envelope Co.	Somerville	28,000	5
Analogic Corp.	Wakefield	8,000	*
ARP Instruments	Lexington	20,000	20
Ashmont Supply Co.	Quincy	16,000	15
Boston Gear	Quincy	40,000	30
Bostonia Beverages, Inc.	Natick	11,000	6
Carbone Corp.	Norwood	5,000	*
Ceres Corp.	Waltham	3,000	8
Computek	Burlington	5,000	*
Computer Devices Inc.	Burlington	15,000	40
Computer Fulfillment Co.	Winchester	20,000	25
Context	Burlington	7,000	20
Diamond International Corp.	Canton	6,000	*
Digital Equipment Corp.	Hudson	25,000	140
Digital Equipment Corp.	Marlboro	60,000	100
Digital Equipment Corp.	Maynard	9,500	25
Distinctive Designs	Holliston	2,000	3
Dutch Boy Paints Inc.	Randolph	20,000	*
Dynamic Research Corp.	Wilmington	40,000	50
Emanon Company, Inc.	Canton	16,000	12
Environmental Science Associates	Bedford	15,000	20

Name	Location	Facility Space in Square Feet	Estimated Employment Increase
Esten Machine Co.	Hopkinton	6,000	3
Forte Technology Inc.	Canton	6,000	*
Frequency Technology Inc.	Littleton	24,000	10
GCA/Vacuum Industries, Inc.	Somerville	11,000	10
G M A C	South Quincy	6,000	*
Harvey Industries, Inc.	Framingham	7,500	*
Hazeltine Corp.	Braintree	35,000	25
Hudson Lock Co.	Hudson	130,000	20
Instrumentation Labs, Inc.	Lexington	36,400	24
International Pamm Corp.	East Boston	4,000	30
Irving & Casson	Boston	20,000	*
Learning Resources Inc.	Natick	118,000	*
Mitre Corp.	Bedford	14,000	80
Multi-Fastener, Inc.	Walpole	4,500	1
New England Leather	Danvers	3,000	5
Paramount Store Fixtures Inc.	Wilmington	43,000	50
Perry Packaging Corp.	Newton	30,000	5
Plywood Ranch Inc.	Woburn	60,000	10
Precision Graphic Inc.	Hudson	9,800	13
Prime Computer	Framingham	75,000	150
Prime Computer	Framingham	30,000	*
Proto-Pac Engineering Co.	Woburn	2,000	20
Roman Research Inc.	Norwell	5,000	25
Sager Electrical Supply Co.	Hingham	19,200	27
Scott & Meakin Leather Co.	Danvers	11,000	5
Sears, Roebuck	Peabody	207,000	600
Setra Systems, Inc.	Natick	5,000	3

Name	Location	Facility Space in Square Feet	Estimated Employment Increase
Terrell Corp.	Wilmington	14,000	*
TFA Electric Sound	Marlboro	7,000	10
Thermo Electron	Hopkinton	20,000	60
Three C Electrical Co.	Ashland	5,000	5
United Liquors Ltd.	West Roxbury	40,000	*
Wheelock, Lovejoy & Co.	Hudson	5,000	*
Wilmington Warehousing Corp.	Chelsea	75,000	10
	TOTAL	1,563,400	1,930

REGION V

Expansion of In-State Firms

Within State

Name	Location	Facility Space in Square Feet	Estimated Employment Increase
Balsbaugh Labs Inc.	Plymouth	12,600	*
Bohler Bros. of America, Inc.	Avon	9,600	*
Brockton Sole and Plastics Co.	Brockton	30,000	30
Capeway Poultry Co., Inc.	W. Bridgewater	23,000	29
Foxmoor Casuals	W. Bridgewater	20,000	*
Interstate Motor Freight Systems, Inc.	Middleboro	10,000	10
J. P. Plastics Inc.	Bridgewater	12,000	6
Korber Hats	Fall River	10,000	7
Lincoln Manufacturing Co.	Fall River	66,000	125
Lynn Products Co.	Taunton	7,500	5
Nesco Inc.	Avon	19,200	3
Norris Industries, Inc.	Brockton	27,000	12
O'Day Boat Co.	Fall River	27,000	40
Parks Corp.	Somerset	3,000	*
Peterson & Nash Inc.	Hanover	7,000	7
Plymouth Fisheries	No. Plymouth	7,000	45
Rosemar Silver Co.	Dighton	55,000	50
Safety-Kleen Corp.	Bridgewater	3,000	*
Serval Mfg. Corp. & Tiffany Sportswear	Fall River	32,000	60
REGIONS I through V-GRAND TOTAL		4,876,950	4,800

Note: An * in the Estimated Employment Increase column indicates zero or none anticipated for the foreseeable future.

Expansion of Out-of-State

Firms Into State

Name of Company	Massachusetts Location	Headquarters	Approximate # of Sq. Ft. Added	Estimated Job Gain
Dietrich Hide Co.	Boston	New York	3,000	30
Melchior/Armstrong Dessau, Inc.	Woburn	Ridgefield, N.J.	3,400	3
Puritan Industries, Inc.	Auburn	New York	20,000	9
Ronconi Equipment Co.	Westboro	Larchmont, N.Y.	15,000	15
		TOTAL	41,400	57

Relocation of Out-of-State

Firms Into State

Name of Company	Massachusetts Location	Relocated From	Approximate # of Sq. Ft. Gained	Estimated Job Gain
Iddings Paint Co.	Boston	New York	10,000	7
Interconnection Technology Corp.	Chelmsford	Hudson, N.H.	2,000	15
			12,000	22

Expansion of In-State Firms

Out-of-State

Name of Company	Location of New Commitment	Facility Space in Square Feet	Estimated Employment Created at New Site
Anacon, Inc.	Texas		10
Avon Corrugated Co.	Georgia	50,000	25
Atlantic Bearings & Drives Inc.	Maine	2,500	
Data General Corp.	North Carolina	15,000	50
Data General Corp.	Maine	130,000	500
Date General Corp.	New Hampshire	75,000	300
Data General Corp.	New Jersey	45,000	400
Digital Equipment Corp.	Maine	60,000	150
Heywood-Wakefield	New York	170,000	25
Unitrode Corp.	California	10,000	
Webster Industries	Tennessee	50,000	200
	TOTAL	607,500	1,660

Relocation of In-State Firms

Out-of-State

Name of Company	Mass. Location	Relocated to	Estimated Employment Lost	Approximate # of Square Feet Created
Delaval Separator Co.	Boston	New York	85	80,000
International Rubber Company	Avon	New York	7	18,000
M.M. Mades Co.	Somerville	New Hampshire	155	59,000
Post Machinery	Beverly	New Hampshire	52	30,000
Upaco Adhesives	Boston	New Hampshire	50	45,000
Whitinsville Spinning Ring Co.	Northbridge	North Carolina	45	40,000
		TOTAL	394	272,000

MASS. MA30.6: 7/977 - 12/977

MASSACHUSETTS BUSINESS RELOCATIONS AND EXPANSIONS

July 1, 1977 through December 31, 1977

W OF

EXECUTIVE OFFICE OF ECONOMIC AFFAIRS

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INTRODUCTION

Industry in Massachusetts expanded and created new jobs at a record pace in the last half of 1977. As this report shows, expansions by in-state companies took place at the rate of more than one and a half business expansions every working day, with 199 firms enlarging their operations (See Chart I).

Add the 132 industrial expansions by in-state companies during the first half of 1977 and the year's total comes to 331 expansions, also a record since tracking of industrial expansions began in 1975, a pivotal point in Massachusetts' economic recovery (See Chart II). During that year (1975), expansions occurred at the rate of only six per month. In the next year, 1976, the expansion rate grew to 16 a month, nearly tripling. Now, for 1977, the expansion rate has grown dramatically to 28 expansions per month, reenforcing the soundness of the Commonwealth's decision three years ago to focus its economic development policies on companies already doing business in Massachusetts.

Paralleling the steady increase in expansions from year to year has been a corresponding increase in the number of new jobs created as a result of expansions. The 331 expansions by in-state firms in 1977 has or will produce over 10,000 new jobs, more so than in any other previous year since 1975.

Moreover, this six-month report covering the last half of 1977 indicates, once again, that out-of-state moves or expansions by Massachusetts companies were relatively few. The 10 firms which did expand or relocate out of state were offset, at least partially, by the 6 out-of-state firms which elected to expand or relocate inside of Massachusetts.

Progression of industrial activity within the state can also be seen by comparing this report for the last half of 1977 with the report issued for the same period in the previous year, 1976. In the last half of 1976, 70 Massachusetts firms expanded in-state, nearly tripling in the last half of 1977, with 199 expansions. The number of jobs created from in-state expansions increased significantly also, from 3142 in the last half of 1976 to 5366 for the last half of 1977. Matching the improving trend in expansions and jobs between those two periods was a marked decline in the number of companies moving or expanding outside of Massachusetts. In the last half of 1976, 22 firms expanded or relocated out-of-state compared to 10 firms in the last half of 1977, more than a fifty percent drop.

The amount of industrial square footage constructed, purchased or leased in expansions increased by 46%, from 3,744,000 in the last half of 1976 to 5,463,035 in the last half of 1977.

CHART I

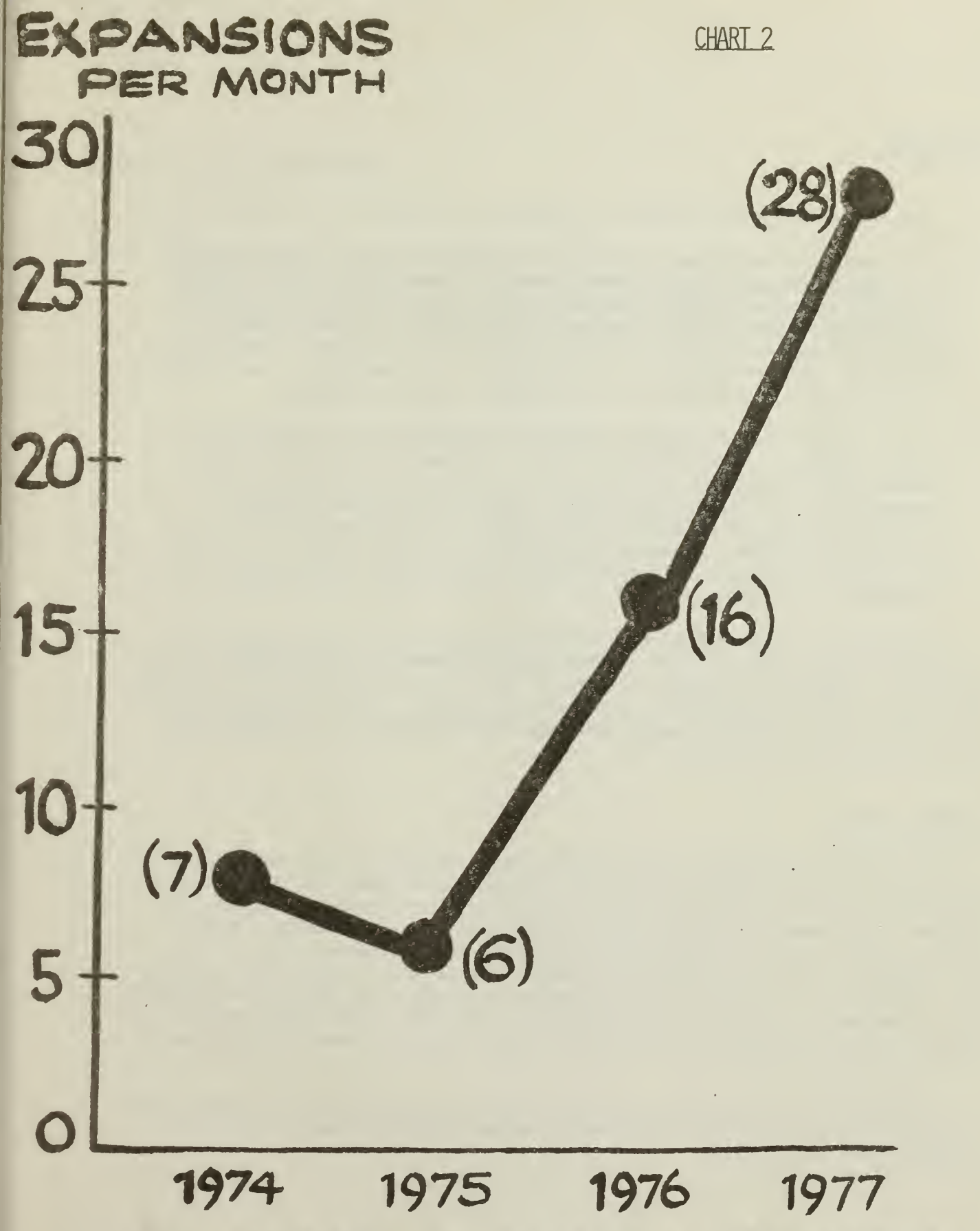
SUMMARY TABLE

Industrial Activity
July 1, 1977 - December 31, 1977

	No. of Firms		No. of Jobs	
	Lost	Gained	Lost	Gained
1. EXPANDED WITHIN MASS.		199		5,131
2. EXPANDED INTO MASS.		3		73
3. RELOCATED INTO MASS.		3		34
4. EXPANDED OUT OF MASS.*	3*		*875	
5. RELOCATED OUT OF MASS.	7		550	

*These jobs were "lost" only in the sense that they were created out of state by Massachusetts firms expanding their operations beyond the Commonwealth's borders while still maintaining their Massachusetts operations and labor force.

CHART 2



IN-STATE PLANT EXPANSIONS PER MONTH

GUIDELINES

Two guidelines were followed in preparation of this and previous reports:

1. Only those expansions and relocations whereby industrial firms expanded or relocated by purchasing, constructing or leasing new facilities are included. Companies which expanded their employment and operations without expanding or relocating their facilities are not included. Hence, the expansions listed in this report all represent a relatively long-term commitment toward doing business in Massachusetts, as evidenced by their capital investment for facilities inside the state.

2. Only those expansions and relocations which were substantially complete during the last six months of 1977 are included. Substantially completed expansions and relocations are those in which operations have commenced in the new facility and/or employment changes related to those expansions or relocations have begun. Those expansions or relocations in progress, planned or announced are not included in this report, but will appear in future reports when they too are substantially complete.

Employment estimates resulting from expansions and relocations both in and out of state were provided by each firm mentioned in this report. Their estimates represent the number of jobs those firms projected would be created as a result of their expansion or relocation. Hence, the job estimates include those jobs already created and those to be created as a direct result of an expansion or relocation.

SURVEY PROCESS

The survey was done by cross-referencing a variety of sources for leads, including news clippings, the various economic development and industrial real estate periodicals, field data from the Business Contact Program (Department of Commerce and Development) and other in-house sources. Field office staffs collected and verified the data with a company official of the specific firm and then verified these results with Commerce and Development Regional Directors and local Chambers of Commerce or Industrial Development Commissions, Economic Development and Industrial Commissions and in instances that the aforementioned did not exist local and town officials were verification sources.

Although every precaution has been taken at each step in the compilation, preparation and publishing processes to ensure accuracy, some errors and omissions are inevitable.

EXPANSIONS AND RELOCATIONS

NOTE: The following detailed listings of expansions and relocations are arranged under the Regional headings I through V. These headings refer to the geographical areas served by the field organization of the Department of Commerce and Development and cover the following areas:

Region I - Berkshire, Franklin, Hampshire and Hampden Counties

Region II - Worcester, Northern Middlesex Counties

Region III - The Greater Lowell, Lawrence, Haverhill area

Region IV - Boston Metropolitan

Region V - Southeastern Massachusetts

REGION I

Expansion of In-State Firms

Within State

Name	Location	Facility Space in Square Feet	Estimated Employment Increase
Alliance Editions	North Adams	8,000	13
Automated Parts Remover, Inc.	Springfield	3,500	10
Berkshire Industries Inc.	Westfield	1,500	12
Berkshire Stoneware	North Adams	15,000	17
Carando Sausage, Inc.	Springfield	12,000	*
Colby Co., Inc.	West Springfield	6,500	5
Digital Equipment Corp.	Springfield	50,000	275
Ensign Bickford Co.	Chicopee	10,400	*
Franks Distributors	Springfield	55,000	12
Friendly Ice Cream	Wilbraham	37,000	*
Hadley Printing Co., Inc.	Holyoke	15,000	*
Kidder Stacey Co.	Agawam	20,000	12
Kimball Co.	East Longmeadow	57,000	10
Laminated Papers, Inc.	Holyoke	14,000	*
Llama Trading Co.	Greenfield	20,000	30
Magaziners Bakery Co., Inc.	Springfield	20,000	10
Martin Industries	Chicopee	8,000	*
Meehan & Co., Inc.	North Adams	9,500	15
Phillips Enterprises	Northampton	17,000	*
Quabbin Industries	Chicopee	30,000	*
Steinerfilm, Inc.	Williamstown	13,000	4
Sullivan Paper Co., Inc.	West Springfield	6,000	2
Turner & Cook, Inc.	New Marlborough	28,000	20
University Products	Holyoke	8,000	*
	TOTAL	464,400	447

REGION II

Expansion of In-State Firms

Within State

Name	Location	Facility Space in Square Feet	Estimated Employment Increase
Auburn Industrial Knife, Inc.	Oxford	4,000	3
Central Coating Co., Inc.	Worcester	20,000	6
Coes Knife Co.	Worcester	4,800	6
Eddington Thread Mfg. Co.	Worcester	15,000	10
Elbro Tool Co., Inc.	Auburn	2,400	*
Helix Technology Corp.	Westboro	69,000	130
ITAC Industries	N. Brookfield	50,000	11
Jamesbury Corp.	Worcester	86,000	100
Jones & Vining Co., Inc., J-Von Div.	Leominster	70,000	21
Margaret's Doll Clothing Co., Inc.	Fitchburg	10,000	34
Martin Brower Co.	Gardner	65,000	80
Modern Contract Furniture Inc.	Gardner	42,000	16
J. I. Morris Co.	Southbridge	25,000	*
Multiform, Inc.	Worcester	26,000	20
Nypro, Inc.	Clinton	30,000	*
Poly Care Inc.	Sterling	14,700	5
Quality Pad Co., Inc.	Gardner	35,000	14
Shanklin Research Corp.	Ayer	8,600	3
Simplex Time Recorder Co.	Gardner	300,000	320
Sjogren Tool & Machine Co., Inc.	Auburn	10,000	10
Standard Pyroxoloid Corp.	Fitchburg	120,000	30

REGION II - Continued

Name	Location	Facility Space in Square Feet	Estimated Employment Increase
Van Brode Milling Co.	Clinton	86,000	25
Warren Pumps Inc.	Warren	32,400	30
Wirefab, Inc.	Worcester	12,000	7
Worcester Taper Pin Co.	Worcester	24,000	*
Barry Wright Corp.	Worcester	100,000	8
Yankee Environmental Atomic Lab.	Westboro	9,600	8
	TOTAL	1,271,500	897

REGION III

Expansion of In-State Firms

Within State

Name	Location	Facility Space in Square Feet	Estimated Employment Increase
Advanced Absorber Prod. Inc.	Amesbury	24,000	*
Agawam Associates	Rowley	60,000	40
Alco Electronics Products Inc.	North Andover	5,000	8
Andover Medical	Lowell	19,000	25
Cado Fabrications Inc.	Amesbury	7,500	10
A. W. Chesterton Co.	Groveland	123,000	25
Design & Process Engineering Inc.	Billerica	24,000	10
Dooner Laboratories, Inc.	Haverhill	15,000	13
Efficiency Products Co.	Lowell	7,500	20
Electronic Fabricators	Lowell	40,000	8
Epoxy Technology Inc.	Billerica	10,000	*
Frequency Devices Inc.	Haverhill	15,000	*
Frequency Sources Inc.	Chelmsford	12,200	25
General Ionex Corp.	Newburyport	26,000	5
Gilmore Leather Prod. Inc.	Andover	8,000	40
Hudson Shoe Machinery Co.	Haverhill	14,000	15
LeBaron Bonney Co.	Amesbury	5,000	*
Merrimack Magnetics Corp.	Lowell	20,000	60
Modicon Corp.	Andover	75,000	30
New England Nuclear	Billerica	36,000	70
Northeastern Tool Co., Inc.	Haverhill	1,000	10
Q.S.C. Industries Inc.	Billerica	10,000	40

REGION III - Continued

Name	Location	Facility Space in Square Feet	Estimated Employment Increase
Semiconductor Circuits Inc.	Haverhill	12,000	60
S. Staransier Inc.	Newburyport	27,000	11
Strem Chemicals Inc.	Newburyport	6,000	1
Sunny Green Garden Corp.	Haverhill	6,800	10
Wang Labs	Billerica	37,000	*
Wescorp Inc.	Andover	20,000	44
	TOTAL	666,000	580

REGION IV

Expansion of In-State Firms

Within State

Name	Location	Facility Space in Square Feet	Estimated Employment Increase
ABT Associates, Inc.	Cambridge	7,000	*
Acme Glass Co.	Natick	11,000	27
A.D.P. Inc.	Waltham	100,000	30
Advanced Electronics Inc.	Boston	5,000	30
American Torque Tool Corp.	Wrentham	2,000	3
Andrews, W. E., Co., Inc.	Bedford	35,000	30
Applicon Incorporated	Burlington	60,000	115
Applicon Incorporated	Woburn	12,000	25
Aritech, Inc.	Framingham	20,000	100
Atlantic Switch Board	Holbrook	12,500	6
C. H. Babb Co., Inc.	Natick	20,000	6
Bearskin Press	Gloucester	4,332	2
Rudolph Beaver Inc.	Belmont	10,000	*
Charles D. Burnes Co.	South Boston	30,000	110
C & K Components Inc.	Watertown	17,000	100
California Products Corp.	Cambridge	35,000	10
Camera Stat Associates, Inc.	Bedford	16,400	15
Carr Leather	Lynn	7,000	10
Charrette Corp.	Woburn	135,000	30
Chomerics	Woburn	30,000	10
Cobb International	Littleton	26,700	*
Cryogenic Technology Inc.	Waltham	50,000	100

Name	Location	Facility Space in Square Feet	Estimated Employment Increase
Digital Equipment Corp.	Westboro	63,000	*
Digital (G.I.A.)	Acton	24,000	100
Dynagraphs, Inc.	Boston	28,000	10
Dynoptics of New England, Inc.	Holbrook	8,000	10
Electronic Sheet Metal Fab., Inc.	Hudson	3,500	11
L. M. Ericsson Corp.	Natick	7,000	9
Fiber Taxis Inc.	Bellingham	6,000	5
Framingham Welding & Engineering	Framingham	16,400	20
Frye Shoe Co., Inc.	Marlboro	60,000	*
Future Electronics Corp.	Natick	10,000	2
General Motors	Framingham	31,000	*
Haemonetics Corp.	Natick	11,000	100
Harvard Folding Box Co.	Lynn	35,000	50
Hottinger Baldwin Measurements Inc.	Natick	3,300	2
Jones & Vining Inc.	Braintree	5,000	15
Keltron Corp.	Waltham	10,000	15
King Seeley Thermos Co.	Winchester	15,000	15
K.L.H. Research & Dev. Corp.	Westwood	75,000	3
Koro Corp.	Hudson	12,000	10
Landy Beef Co., Inc.	Boston	10,000	20
Lawson Hill Leather & Shoe Co.	Waltham	40,000	*
Lenco Labs	Lynn	3,700	3
Lighting & Lamps Mfg. Co., Inc.	Framingham	15,000	2
Marlboro Foundry Inc.	Marlboro	5,400	2
Medi Incorporated	Holbrook	30,000	95

REGION IV - Continued

Name	Location	Facility Space in Square Feet	Estimated Employment Increase
Moisture Systems Inc.	Hopkinton	5,000	5
Mooney & Company, Inc.	Holliston	15,000	*
M. E. Neuber Ind. Diamond Co.	Boston	2,000	*
New Balance Shoe Co.	Allston	45,000	60
Northern Cellulose Products Inc.	Beverly	10,000	*
Omni Spectra Inc.	Waltham	17,000	75
Parker Brothers	Beverly	55,000	*
Pharmosol Corp.	Randolph	17,800	100
Physical Sciences	Woburn	15,000	*
Power Products	Wakefield	48,000	6
Precise Welding	Lynn	10,000	15
Quincy Steel Casting Co.	Quincy	10,000	*
Radio Frequency Co., Inc.	Medfield	7,000	*
Rapidex Inc.	Burlington	2,600	*
Raytheon Co.	Waltham	140,000	250
Raytheon Data Systems	Norwood	38,000	95
Safety Controls	Wellesley	2,000	2
Sahara Baking Co., Inc.	Hingham	20,000	10
Herbert V. Shuster, Inc.	N. Quincy	20,000	2
Si-Cal Inc.	Natick	10,200	5
Spencer Press	Hingham	5,000	10
Star Datacom	Braintree	5,000	15
Stonebridge Corp.	Holliston	9,600	5
Sturdy Lantern Mfg. Co.	South Boston	30,000	35
Suffolk Upholstery	Lynn	9,000	4

REGION IV - Continued

Name	Location	Facility Space in Square Feet	Estimated Employment Increase
Superior Products & Equipment	Somerville	20,000	22
Superior Steel	Lynn	5,000	5
Tech-Etch Inc.	Jamaica Plain	10,000	6
Technical Operations Inc.	Burlington	5,000	*
Tyco Labs, Inc.	Waltham	20,000	50
Vydel Corp. of New England	Woburn	7,500	*
Wheeler Mfg. Co.	Cambridge	18,500	10
W. F. Wood Engineering Corp.	Holliston	10,000	4
Barry Wright Corp.	Watertown	60,000	*
	TOTAL	1,877,432	2,049

REGION V

Expansion of In-State Firms

Within State

Name	Location	Facility Space in Square Feet	Estimated Employment Increase
American Shoe Shank Co., Inc.	Brockton	10,000	10
Amsco Sales Corp.	Plymouth	23,000	2
Ark-Les Switch Corp.	Stoughton	40,000	60
Avanti Knitting Mills, Inc.	Fall River	13,755	12
E. Norris Brown Co.	E. Bridgewater	15,000	12
Buckley Corp.	Rockland	15,000	12
Component Mfg. Co., Inc.	Pocasset	8,448	20
Data Marine International, Inc.	Pocasset	2,500	10
DMS Packaging Corp.	Wareham	42,000	24
Domani Clothing Mfg.	Fall River	12,000	50
Electro Signal Lab., Inc.	Rockland	30,000	250
Fine Arts Embroidery, Inc.	North Easton	4,000	6
Forecaster of Boston	Avon	60,000	25
Forecaster of Boston	Fall River	50,000	300
The Foxboro Co.	E. Bridgewater	60,000	*
Frionor Kitchens, Inc.	New Bedford	88,000	4
Integrated Technologies, Inc.	Assonet	21,000	12
Kent Products, Inc.	South Easton	4,800	2
Low-Temp Engineering Inc.	Norton	5,000	10
Marathon Co., Inc.	Attleboro	4,500	23
M.I.J.A. Corp.	Plymouth	12,000	*

REGION V - Continued

Name	Location	Facility Space in Square Feet	Estimated Employment Increase
Ocean Spray Cranberries Inc.	Plymouth	42,000	30
Pemfo Packaging & Enameling Co.	E. Bridgewater	4,800	10
Polaroid of New Bedford	New Bedford	40,000	*
Princess House	Dighton	40,000	50
R & F Micro Tool Co., Inc.	Pembroke	10,000	7
E. S. Ritchie & Sons Inc.	Pembroke	3,200	2
Systems Engineering & Mfg. Corp.	Stoughton	30,000	25
Tech Etch Inc.	Plymouth	8,000	15
Thorsen Steel Products Inc.	Avon	30,000	6
Triple P. Pkg. & Paper Prod. Inc.	Brockton	15,600	5
United Corrugated Box Co., Inc.	Hanson	200,000	5
Vanguard Metals Inc.	N. Attleboro	10,000	8
Worley Bedding & Furniture Factory	Fairhaven	21,600	6
	TOTAL	976,203	1,013

Relocation of Out-of-State

Firms Into State

Name of Company	Massachusetts Location	Headquarters	Approximate No. of Sq. Ft. Added	Estimated Job Gain
Brindis Leather Co.	Haverhill	Maine	2,500	6
Philip Buxton Co.	Worcester	Pittsburgh, Pa.	5,000	3
Trakon	Haverhill	Hampton, N.H.	6,000	25
		TOTAL	13,500	34

Expansion of Out-of-State

Firms Into State

Name of Company	Massachusetts Location	Headquarters	Approximate No. of Sq. Ft. Added	Estimated Job Gain
Cubco, Inc.	Haverhill	Seabrook, N.H.	7,000	42
General Pacer Corp.	North Adams	Stamford, Ct.	10,000	25
Plastic Omnium, Inc.	Canton	Paris, France	15,000	6
		TOTAL	32,000	73

Expansion of In-State Firms

Out-of-State

Name of Company	Location of New Commitment	Facility Space in Square Feet	Estimated Employment Created at New Site
Data General	Clayton, N. Carolina	25,000	75
Moore Company	North Carolina	225,000	700
Raytheon Corp.	Chicago, Ill.	25,000	100
	TOTAL	275,000	875

Relocation of In-State Firms

Out-of-State

Name of Company	Massachusetts Location	Relocated to	Estimated Employment Lost	Approximate No. of Sq. Ft. Created
Baker Nail Co.	Framingham	North Carolina	65	20,000
Donnelly Mfg. Co.	Waltham	New Hampshire	200	80,000
E P E Corp.	Hudson	Manchester, N.H.	20	5,000
GAF Corp.	Franklin	Newbury, N.Y.	85	80,000
D. F. Harris Co.	Salisbury	Portsmouth, N.H.	20	25,000
D. G. O'Brien Co.	Framingham	Seabrook, N.H.	80	27,000
Spraco (Spray Engineering)	Burlington	Nashua, N.H.	80	30,000
		TOTAL	550	267,000

TOTAL EXPANSION ACTIVITY INTO

AND WITHIN MASSACHUSETTS

July through December

1977

	Facility Space in Sq. Ft.	Estimated Employment Increase
Region I	464,400	447
Region II	1,271,500	897
Region III	666,000	580
Region IV	1,877,432	2,049
Region V	976,203	1,013
**	207,500	380
Expansion of Out-of-State Firms in-State	32,000	73
Relocation of Out-of-State Firms in-State	13,500	34
GRAND TOTAL	5,508,535	5,473

* An * in the estimated employment increase column indicates zero or none anticipated for the forseeable future.

** Indicates combined total of 5 Massachusetts based firms who have requested their names be withheld.

ACME
BOOKBINDING CO., INC.

OCT 5 1990

100 CAMBRIDGE STREET
CHARLESTOWN, MASS.